



THE REPUBLIC OF UGANDA

OFFICE OF THE PRIME MINISTER



UPDATE ON THE LOCAL GOVERNMENT PERFORMANCE ASSESSMENT MANUAL

SEPTEMBER, 2021



THE REPUBLIC OF UGANDA

**LOCAL GOVERNMENT MANAGEMENT
OF SERVICE DELIVERY PERFORMANCE
ASSESSMENT MANUAL**

September, 2020

PRESENTATION OUTLINE



- 1 Introduction
- 2 Main Changes in the Manual
- 3 Overview of Minimum Conditions
- 4 Overview of Performance Measures
- 5 New Edits in the Manual
- 6 Impact of Results on Grant allocations
- 7 Conclusions



1. INTRODUCTION



- After three years of implementation of the Local Government Performance Assessment (LGPA) exercise coordinated by Office of the Prime Minister and based on lessons learnt, it was decided to review the overall performance assessment framework.
- Therefore, the revised assessment framework focuses on strengthening:
 - ✓ Central Government oversight and support;
 - ✓ Capacity of Local Governments in the management of services; and
 - ✓ Service delivery performance at the facility level like Schools and Health Centres and LLG Performance.
- The Assessment Manual being presented today focuses on Local Government Management of Service Delivery.
- The Manual was developed in close consultation with: the respective Ministries Departments and Agencies (MoLG, MoFPED, MoPS, MoGLSD, MoES, MoH, MoWE, MAAIF, PPDA & NEMA), selected LGs and Development Partners, notably the World Bank.



1. INTRODUCTION...Cont'd



The reformed Assessment Framework

Level of Assessment	Scope	Remarks
Level 1 – Service Delivery Facility and LLG Performance	Assessment of Primary Schools Assessment of Health Facilities Assessment of LLGs	<ul style="list-style-type: none">MoES is developing an assessment framework that will be piloted in a few primary schools next FY.MoH is developing a framework for integrating RBF into the PHC grant structure based on lessons learnt from previous projectsOPM is finalizing the draft LLG manual & to be completed by December, 2021 and start the assessment in 2022.
Level 2 LG Management of Service Delivery	Minimum conditions (MCs) Performance measures (PMs)	<ul style="list-style-type: none">refer to next slidesrefer to next slides
Level 3 CG Management of Service Delivery	Education, Health, Water & Environment, Micro-scale Irrigation and Crosscutting MDAs-OPM, MoLG, MoFPED, NEMA, MoWT etc.	<ul style="list-style-type: none">MDAs are required to report against agreed actions.Contracted firm verifies the reportsResults impact on the size of grant from World Bank to GoU under UgIFT (DLI 3 and 4)

Note: This Presentation focusses on: Level 2 LG Management of Service Delivery



1. INTRODUCTION...Cont'd



Level 2 LG Management of Service Delivery

Issue	2a Minimum Conditions (MCs)	2b: Performance Measures (PMs)
Objective	Address basic safeguards and core blockages to service delivery.	Incentivize improvements in the LG management of Education, Health, Water & Environment; micro-scale Irrigation and Crosscutting issues
Timing	October – January	October – January
Assessment Method and compilation of results	Contracted private firm	Contracted private firm
Quality Assurance and verification of results	Spot checks & Contracted firm	Spot checks & Contracted firm
Impact/use	<ul style="list-style-type: none"> • Higher impact on the allocation of the performance component of the development grants • Inform performance improvement support 	<ul style="list-style-type: none"> • Impact on the allocation of the performance component of the development grants; • Inform performance improvement support



1. INTRODUCTION...Cont'd



Scope of the LG Management of Service Delivery Assessment

- The assessment of Local Government Management of Service Delivery has two elements:
 - a) **Minimum Conditions** (seen as core performance indicators) which focusses on key bottlenecks for service delivery and safeguards management.
 - b) **Performance Measures**, which are Departmental assessments, used to evaluate service delivery in the Districts/Municipalities as a whole, and for some areas aggregating performance information from facilities and Lower Local Governments (LLGs) and assessing compliance with performance reporting and improvement support.
- The Minimum Conditions (MCs) and Performance Measures (PMs) were harmonized across the different assessment areas.
- 154 Local Governments (135 DLGs and 19MLGs) will be assessed in the 2021 assessment (***Terego DLG has been added in this year's assessment***).



2. MAIN CHANGES IN THE LGMSD MANUAL



The new changes in the Manual included;

- i. Introduction of **Micro-scale irrigation assessment** system (*conducted in 40 piloted DLGs*)
- ii. Strengthening **Accountability Requirements** as **Minimum Conditions** – which are core performance indicators focusing on key bottlenecks for service delivery and safeguards management
- iii. A combined framework agreed to ensure that Performance Areas and Performance Measures:
 - *Focus on strengthening service delivery; and*
 - *Are consistent across the five areas being assessed: (i) Crosscutting; (ii) Education; (iii) Health; (iv) Water and Environment; and (v) Micro-Scale Irrigation*



3. OVERVIEW OF MINIMUM CONDITIONS (Applicable Across the five areas being Assessed)



1. Human Resource Management and Development

- ✓ Ensuring that the LGs recruit or formally requested/seconded critical staff is in place across all sectors and LLGs e.g.. CFO/PFO, DP/SP, DE/PE,/DNRO/SEO, DPO/SVO, DCDO/PCDO, DCO/PCO, DHO/PMO, DEO/PEO, SASs/TCs among others. Each of these positions have a score attached.

2. Environmental and Social Safeguards

- ✓ Conducting environmental, social and climate change screening and social Impact Assessments (ESIAs) before commencement of construction projects and release of funds for Social and Environmental safeguards. Except for ESIAs under Micro scale irrigation.

3. Fiduciary safeguards *(previously accountability requirements applicable for crosscutting assessment only)*

- ✓ The LG not having an adverse or disclaimer audit opinion
- ✓ Implementation and reporting on status of audit findings and recommendations for the previous financial year
- ✓ Submission of an annual performance contract on time i.e. by 31st August of current FY
- ✓ Submission of Quarterly and Annual Performance Reports on time.



4. OVERVIEW OF PERFORMANCE MEASURES (Applicable Across the five areas being Assessed)



A Local Government Service Delivery Results

- ✓ Service Delivery Outcomes like functionality of infrastructure like schools & water sources, PLE & UCE pass rates, deliveries etc.
- ✓ Service Delivery Performance like performance of LLGs, completion of projects on time as per the contract etc.
- ✓ Investment Performance like spending on eligible activities and full utilization of the budget
- ✓ Achievement of standards like following work plans

B Performance Reporting and Performance Improvement

- ✓ Accuracy of reported information like on presence of teachers and health workers, school enrolment among others
- ✓ Reporting and Performance Improvement including developing and implementing the Performance Improvement Plans for LLGs



4. OVERVIEW OF PERFORMANCE MEASURES (Applicable Across the five areas being Assessed)



C Human Resource Management and Development

- ✓ Budgeting for and actual recruitment and deployment of staff including consolidating and submitting the staffing requirements for the coming FY to the MoPS by September 30th.
- ✓ Performance management-Conducting a tracking and analysis of staff attendance (as guided by Ministry of Public Service Circular Standing Instructions) and staff appraisals for HoDs with rewards and sanctions.
- ✓ Payroll management- All staff recruited during the previous FY have accessed the **salary payroll** not later than two months after appointment.
- ✓ Pension Payroll management- All staff that retired during the previous FY have accessed the **pension payroll** not later than two months after retirement:

D Management, Monitoring and Supervision of Services

- ✓ Planning, Budgeting and Transfer of Funds for Service Delivery-transfer of DDEG funds to LLGs.
- ✓ Routine oversight and monitoring-Supervision of LLGs.



4. OVERVIEW OF PERFORMANCE MEASURES (Applicable Across the five areas being Assessed)



E Investment Management

- ✓ Planning and budgeting for investments eg. up-dated assets register covering details on buildings, vehicle, etc. as per format in the accounting manual, **functional** physical planning committee in place which has submitted at least 4 sets of minutes of Physical Planning Committee to the MoLHUD etc.
- ✓ Procurement, contract management/execution-All infrastructure projects for the current FY to be implemented using the DDEG were incorporated in the LG approved procurement plan, Approval by contracts committee, project implementation teams

F Environment and Social Safeguards

- ✓ Grievance redress-Evidence that the District/Municipality has i) designated a person to coordinate response to feed-back (grievance /complaints) and ii) established a centralized Grievance Redress Committee (GRC), complaints recording system and published it.
- ✓ Safeguards for service delivery-Evidence that Environment, Social and Climate change interventions have been integrated into LG Development Plans, annual work plans and budgets complied with:



4. OVERVIEW OF PERFORMANCE MEASURES (Applicable to Crosscutting Assessment Only)



G Financial Management

- ✓ Book-keeping
- ✓ Internal audit and follow-up on audit

H Local Revenues

- ✓ Predictability
- ✓ Revenue mobilization performance
- ✓ Revenue sharing

I Governance, Oversight, Transparency and Accountability

- ✓ Transparency and accountability
- ✓ Reporting to IGG-LG has prepared a response on IGG report which will include a list of cases of alleged fraud and corruption and their status incl. administrative and action taken.



5. NEW EDITS IN THE MANUAL



- ❑ Following last year's assessment, some Measures (MCs & PMs) have been clarified and improved as follows;
 - i. Human Resource Management and Development: The issue of formally requesting for secondment of staff for the LG to score has been changed to ***the seconded staff is in place.***
 - ii. Management, Monitoring and Supervision of Services: Timely warranting has changed to ***within 5 working days from the date of receipt of expenditure limits*** from MoFPED.
 - iii. Management, Monitoring and Supervision of Services: Timely invoicing and communication of grants to LLGs has changed to ***within 5 working days from the date of receipt of the funds release*** in each quarter.
 - iv. Investment Management: Having a functional physical planning committee in place which has submitted at least 4 sets of minutes of Physical Planning Committee to the ***MoLHUD-Minutes received by the Ministry's Regional Offices are valid and should be considered.***



5. NEW EDITS IN THE MANUAL...Cont'd



- v. Investment Management: Establishing if investments were derived from the LG Development Plan - **LGDP III should be considered since this is the second year of implementation of NDP III.**
- vi. Environment and Social Safeguards: Proof of land ownership should be from the **Lands Officer/Physical Planner**
- vii. Local Government Service Delivery Results: Increased utilization of Health Care Services - **focus on only deliveries** since increased OPD attendance can reflect both good and bad performance in health of the population.
- viii. Human Resource Management and Development: Micro-Scale Irrigation; **Senior Agriculture Engineer has been maintained to score 70points.** Proposal for Agriculture Engineer has been dropped since its not in the structure.
- ix. Environment and Social Requirements: Micro-Scale Irrigation; **the indicator for ESIA's was removed** since most projects are small scale that don't need ESIA's **but the score combined to 30points for Environment and Social Screening.**



6. IMPACT OF RESULTS ON GRANT ALLOCATIONS



A. GAIN IN THE GRANT ALLOCATION BASED ON THE HIGHEST SCORE

	Highest score	LG	Formulae allocation	Total (with 50% performance based allocation)	Gain in allocation	%gain
DDEG PRDP	59	Ngora District	339,126,176	563,367,802	224,241,626	66%
DDEG LRDP	72	Kabarole District	389,338,251	562,363,705	173,025,455	44%
DDEG Other	62	Sheema District	139,648,902	193,121,842	53,472,940	38%
Health Development	91	Isingiro District	466,392,554	1,421,424,546	955,031,992	205%
Education Development	97	Ibanda District	275,771,390	683,864,402	408,093,011	148%
Water Development	76	Mpigi District	543,516,313	826,849,598	283,333,285	43%

Note:

1. The impact of the assessment results is subjected to 50% of the Formulae based allocation
2. Gain means results of the performance based allocation compared with the original 100% basic formulae allocation
3. The figures are subject to changes in the grant ceilings and Sector Grant allocation formulae

6. IMPACT OF RESULTS ON GRANT ALLOCATIONS...Cont'd



B. LOSS IN THE GRANT ALLOCATION BASED ON THE LOWEST SCORE

	Lowest score	LG	Formulae allocation	Total (with 50% performance based allocation)	Loss in allocation	%loss
DDEG PRDP	5	Madi-Okollo District	365,210,908	217,113,028	-148,097,880	-41%
DDEG LRDP	21	Nakaseke District	391,267,700	301,378,324	-89,889,376	-23%
DDEG Other	8	Bugweri District	348,679,847	215,157,158	-133,522,690	-38%
Health Development	5	Ntoroko District	125,847,702	63,707,886	-62,139,815	-49%
Education Development	6	Kaabong District	242,540,676	123,393,519	-119,147,157	-49%
Water Development	7	Rukiga District	214,831,167	128,456,539	-86,374,629	-40%

Note:

1. The impact of the assessment results is subjected to 50% of the Formulae based allocation
2. Gain means results of the performance based allocation compared with the original 100% basic formulae allocation
3. The figures are subject to changes in the grant ceilings and Sector Grant allocation formulae 16

7. CONCLUSION



In conclusion, please take note of;

- ✓ **Assessment Dates:** The proposed start date for the assessment is 18th October, 2021 and the schedule will be published in the dailies and officially communicated to LGs.
- ✓ **Manual:** LGs should internalize the manual and prepare all the evidence needed for the assessment.
- ✓ **Use of Results:** The results of the assessment will be used in allocation of grants for the FY 2022/23 and development of Performance Improvement Plans (PIPs) by LGs.
- ✓ The results of the previous assessments can be accessed on the budget website; www.budget.go.ug/lgpas





Q&A



Thank you!

